



GTC UC Gender Pay Gap Report 2021



Executive Summary

At GTC UC, we employ talented, passionate individuals, who can bring expertise and enthusiasm to our team. We are committed to providing a diverse and inclusive workforce, and to ensure all our employees and job applicants feel respected, safe, and have the confidence to be themselves at work.

Each and every one of our employees plays a key role in the success of our business. Ensuring our culture and values are at the core of everything we do is reflected in the longevity of our employees' careers at GTC UC - people like working here and we ensure that hard work and the right attitude are rewarded.

We are committed to reducing our gender pay gap and ensuring we attract and recruit people from every part of our community and support our employees to achieve their full potential and feel valued and included, regardless of their gender, age, race, disability, sexuality, or social background.

We are making progress but there is more work to be done. GTC UC has been recognised by our employees as a Great Place to Work® for the fifth consecutive year in the Super Large Best Workplaces category, and in 2021 we were ranked in the UK's Best Workplaces for Women.

We are dedicated to helping our people realise their ambitions and have a comprehensive learning and development programme – from apprenticeship schemes and soft-skills courses, to graduate schemes, degrees, and professional qualifications.

We are improving our recruitment process, to maximise diverse attraction, application, and appointment; we have launched a STEM (Science, Technology, Engineering and Maths) Ambassador Programme, we have introduced a Work Experience and Engineering Graduate Scheme across the business; and we have recently implemented a new Hybrid Working from Home Policy to encourage a better work life balance.

Having a passionate, happy, and diverse workforce is central to our continued success as a business. We will continue to ensure we deliver on our commitment to creating a more inclusive workplace, that attracts and develops its employees, and ensures they can succeed, regardless of their gender or background. There is still plenty to do, but we remain focused and committed to becoming a truly diverse and inclusive organisation.

I confirm that the statement is true to the best of my knowledge and belief

Paul Edwards

Managing Director - Commercial



What is meant by gender pay gap?

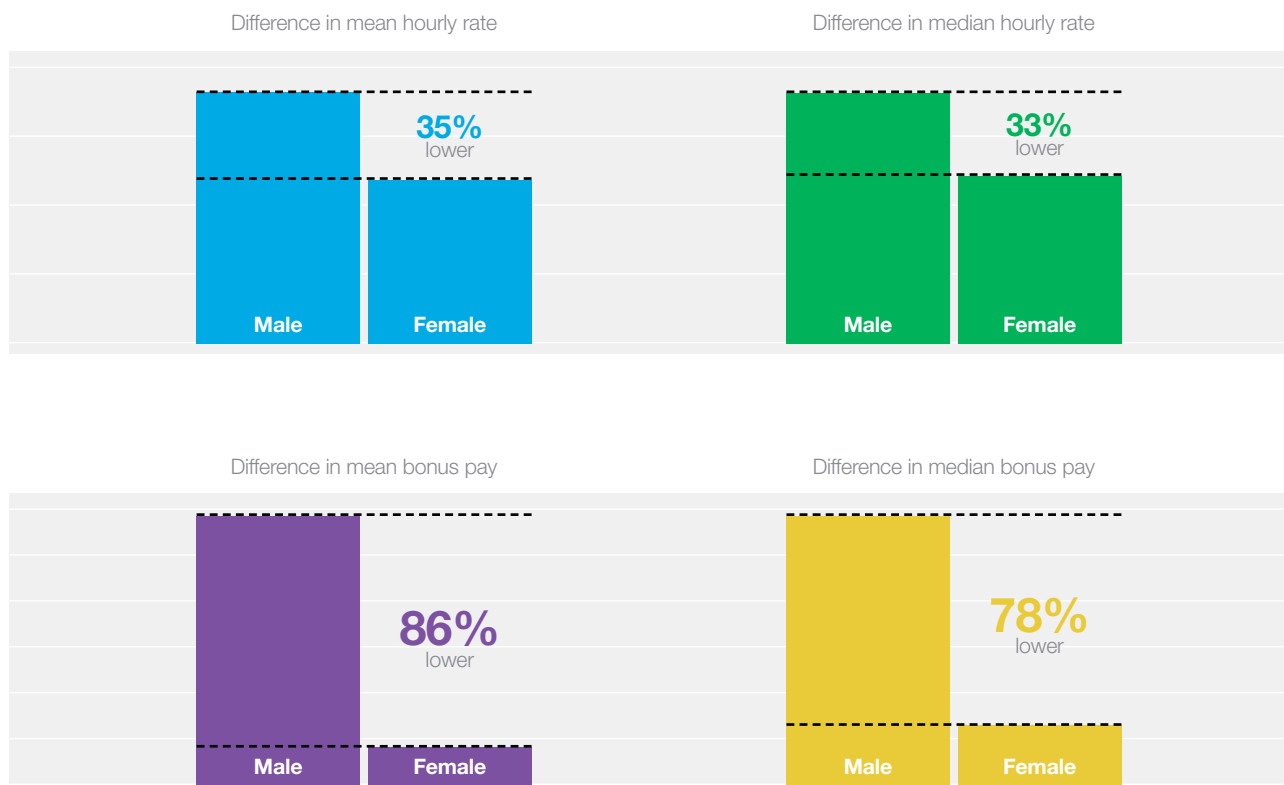
Employers with over 250 employees are required to publish statutory calculations every year showing their pay gap between male and female employees.

The gender pay gap is the difference in the average earnings between men and women, regardless of the roles they perform. Gender pay differs from 'equal pay', which looks at pay differences between people carrying out the same or comparable work.

The calculations carried out by the Company are shown in the document below and are based on the snapshot date of 05 April 2021. They have been completed in line with the Government regulations (available through the ACAS website).

How much is our gender pay gap?

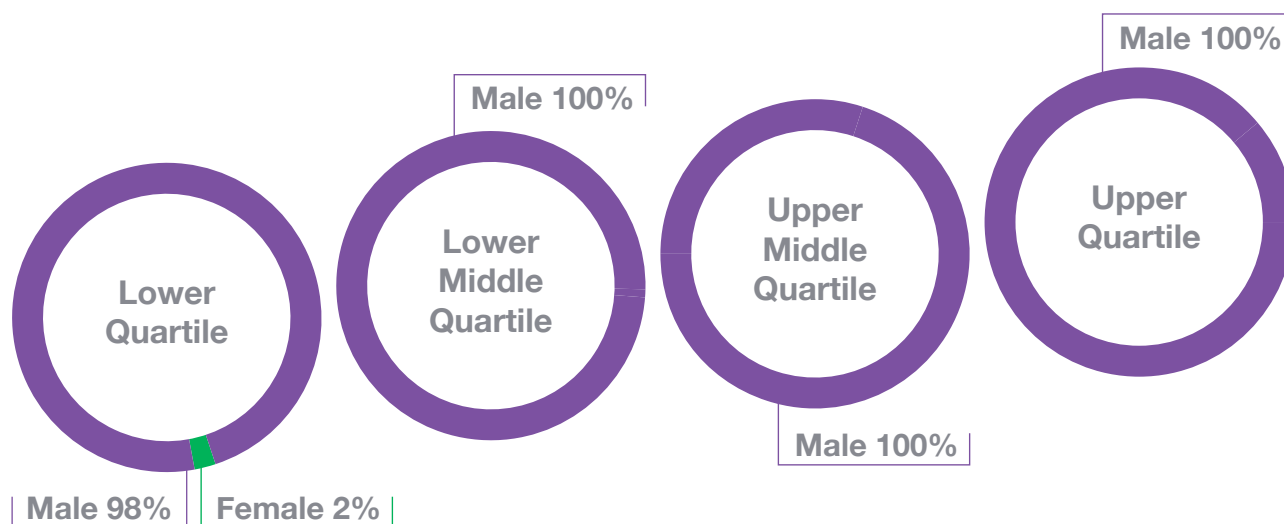
At 05 April 2021 the gender pay gap in GTC Utility Construction was 35% this has increased from 2020 which was 22%. The mean and median gender pay, and bonus gap can be seen in the graphs below.



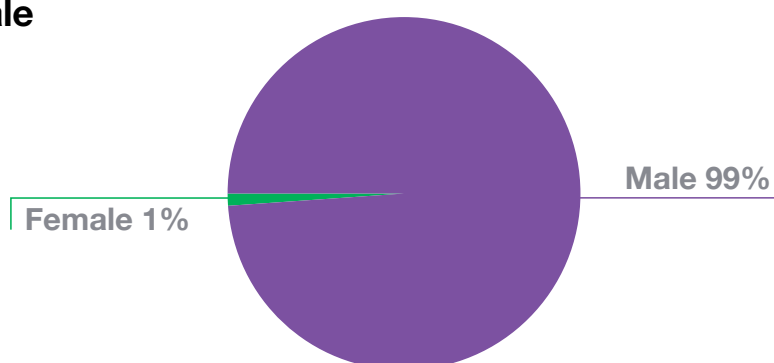


Quartile pay band distribution

This is calculated by ranking the hourly rate of all employees from the highest to the lowest paid, dividing this list into four equal parts and working out the percentage of males and females in each of the four parts.



Gender split male vs female



Why is GTC Utility Construction's gender pay gap higher than average?

The business works across the construction, engineering and utilities sectors which are historically dominated by male employees.

One of the big factors for the under representation of women in the utilities, engineering and construction sectors is that historically fewer women both in general and at a senior level have studied the STEM subjects (Science, Technology, Engineering and Maths) at school, college, and university, meaning fewer women apply for roles in these sectors.

GTC Utility Construction is a field-based business, employing predominately manual workers who are technically qualified in engineering disciplines. These positions can attract productivity bonuses. The field work does not lend itself to part time or flexible working arrangements. Work that does lend itself to flexible working arrangements is traditionally more attractive to women.

Following an analysis of the data, the key reasons for our gender pay gap are:



The industry we work in, is historically dominated by male employees.



Most roles in GTC Utility Construction are field based carried out by manual technical workers. Such roles are not traditionally attractive to females. The opportunity to earn higher rates of bonus is more prevalent in such roles.



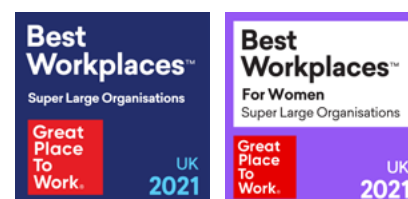
The field-based roles do not lend themselves to flexible working arrangements.

How are we addressing the gap?

Great Place to Work®

Our ongoing commitment to the Great Place to Work® scheme ensures we remain focused on the business benefits of high employee engagement, resulting in our business being an employer of choice for both existing and new colleagues.

Our commitment to reducing the gender pay gap is reinforced through this commitment and by continuous improvement of our working practices and policies by listening to the voice of our colleagues. We have ranked for five consecutive years for the UK's Best Workplaces™ and in 2021 we have ranked in the UK's Best Workplaces™ for Women.



Recruitment Process

Our employees are our most valued asset, and each employee plays a key role in our success.

We are mindful of the need to actively support and encourage women into the technical and field-based roles within the company, this is a key issue which we are tackling.

GTC engaged a third party to carry out a diversity and inclusion audit to actively seek out ways to help address the Gender Pay Gap. As a result, along with the third party, GTC are carrying out a review of our recruitment process to see how we can maximise diverse attraction, application, and appointment to our roles and specifically to ensure our adverts appeal to both genders. We are working towards a 50/50 gender split on applications for all roles. We will also train our teams and managers with recruitment best practice. We aim to select the best candidate for our roles, ensuring an inclusive and equal process is followed.

We ensure that our job adverts use gender neutral language to avoid word choices which may be interpreted as biased, discriminatory, or demeaning by implying that one sex or social gender is the norm.



STEM Ambassador Programme

We continue to work in the communities in which we operate to encourage females to choose a career within our industry. We have a STEM (Science, Technology, Engineering and Maths) Ambassador Programme which builds relationships with local educational institutions to further encourage and promote the opportunities that are available for females to pursue a career in a STEM related

subject and challenge stereotypes. We are introducing a work experience programme this year which aims to encourage young people to gain experience within the engineering industry. We will aim to recruit a 50/50 split of male and female students into the programme.

Training and Development

Those employed in technical field-based roles have the opportunity of career advancement through promotion to management and senior management positions which further compounds the pay gap. We also run a programme to train assistants to become team leaders. Although the field-based teams are predominantly men, we are seeing an increase in their managers being women who often move from office positions into a project manager role.

We have a specific first line management training programme to equip employees with the necessary skills to apply for more senior roles and therefore encourage female employees to apply for management level positions. This training course provides specific unconscious bias coaching, in both the recruitment & selection module and the performance management module, which also includes fair treatment and equal opportunities.

We have introduced a Leadership and Management Programme for middle managers, senior managers, and directors to ensure there is a consistent approach to managing people and to equip managers with the skills/competencies they need to lead their teams. This provides equality, diversity and inclusion training and will ensure that we are giving the same message of our commitment to be an all-inclusive employer to all our leadership team.

